



## The Examination of the Relationship between Employees' Empowerment Perceptions and Their Organizational Commitments in Hotel Operations

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### Abstract

The main goal of this study is to research the relationship between employees' empowerment perceptions and their organizational commitments in accommodation operations. The second goal of the study is to examine the differentiation of empowerment perception and organizational commitment in term of some demographic variables. In this scope, a case study was applied to 410 workers selected randomly from 4216 workers in 16 hotels in Ankara-Turkey. A questionnaire was used to collect data from respondents. All data were analyzed by using regression, correlation, t, and Anova statistical tests. According to the statistical tests, a significant relationship was found between empowerment of employees and organizational commitment. Also, the level of the relationship was calculated as 49.8 %.

**Keywords:** Employee empowerment and organizational commitment

### Introduction

Today, rapid change and transformation in information systems and technology has been experienced. This change and transformation make the markets global, which aggravated the competition. To adopt new management approaches and practices have been made mandatory for business by global competitiveness. These approaches and practices are also called modern or contemporary management approaches. One of them is employee empowerment approach. The employee empowerment approach aims to create self-reliant, skilled and expertise employees who can respond the customers' requests quickly. It should be taken into account to tackle the problems that are faced by organization and to different than competitors to achieve competitive advantages. (Koçel, 2010:409-410).

In the late 1970s and early 1980s, the concept of employee empowerment began to gain importance with quality circles, quality of work life and total quality of management studies. The concept was stated in literature by Harrison and Kanter (1983), Bennis and Naus (1985), Burke and Neilsen (1986), Block (1987 and House (1988), but concept did not stated accurately what it means in the first studies (Doğan, 2003: 6). In historical development stages of employee empowerment concept, it is

defined in different ways in accordance with researchers' aims. As a concept, employee empowerment can be defined as helping each other, sharing, nurturing, improve the ability of employees to make decision by the way team working (Koçel, 2010: 408-409). In other words, it states conditions and implementations in that employee feel motivated, increased trust in their experience and knowledge, yearn to act by taking initiative, they can perform tasks that they accept meaningful. Empowerment is a motivational process for Conger and Kanungo (1988).

Thomas and Velthouse describe empowerment with parameters that construct the employee motivation (1990). They state empowerment as a cognitive process and based their empowerment model on four elements which are meaning, competence, choice, and impact. The concept of the empowerment should be defined clearly to not be confused with the concept of motivation, authorization and job enrichment. Although authority was given for certain period, empowerment is permanently. In other words, empowerment is permanent authority to make decision without asking to anybody.

Before the 1990s, the concept of the involvement was used frequently instead of the concept of the empowerment. But, empowerment has a larger meaning than involvement. The concept of empowerment contains concept of the involvement (Şimşek ve Kınır, 2006: 99). The other concept which is confused with empowerment is job enrichment. Job enrichment especially focuses on the job and its characteristic, not on employee, but empowerment focus on employees and their cognition (Spreitzer, 1996: 484).

Thomas and Velthouse (1990) defined empowerment as intrinsic motivation that is comprised of four cognitions that reflect an individual's orientation to his or her work role. These four cognition are meaning, competence, self-determination and impact.

Meaning involves a fit between the requirements of a work role and employee beliefs, values and behaviors.

Competence refers to self –efficacy specific to work and a belief in one's capability to perform work activities with skill.

Self – determination refers to autonomy over the initiation and continuation of work behavior and process: making decisions work methods and pace and afford are examples.

Impact is the degree to which a person can influence strategic and administrative or operating outcomes at work. The lack of the one of them can cause a decrease in the impact of the empowerment. Empowerment is a process and focuses on human; therefore, its results can be seen in the long term (Yıldırım, 2004: 27). Some variables are important to be successful in the empowerment process, which are organizational variables, managerial styles, awarding system and job design (Barutçugil, 2004: 402-403).

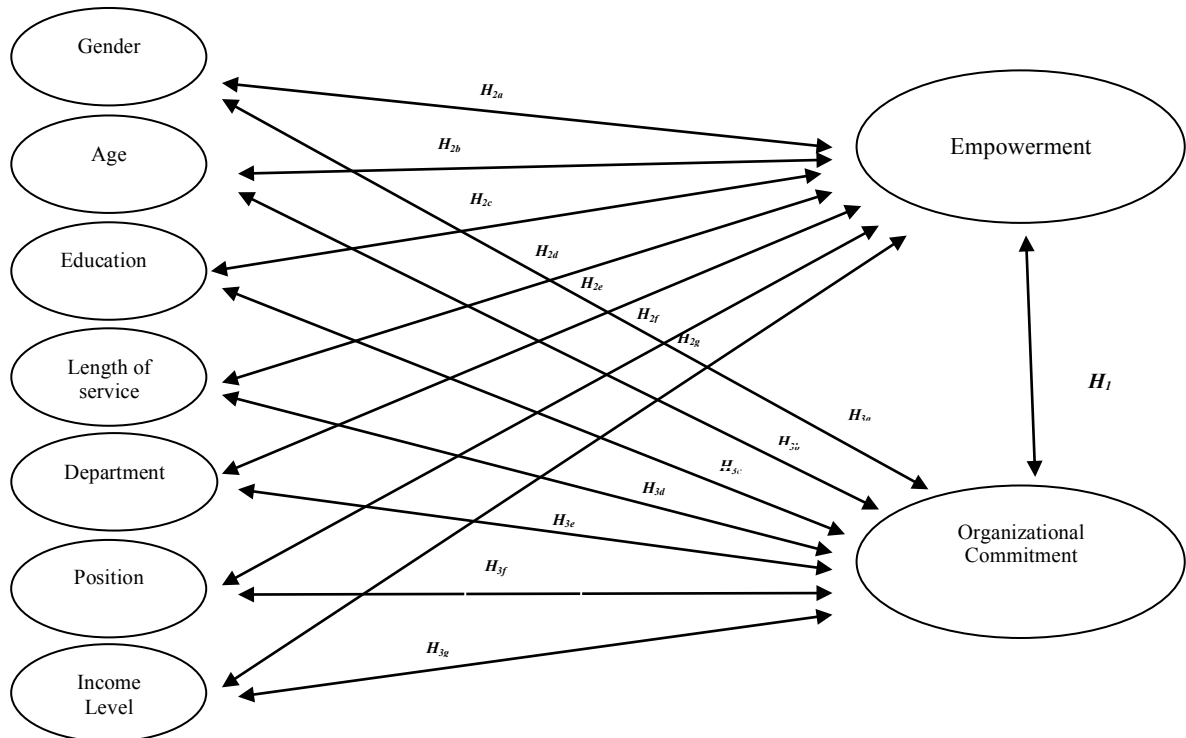
The one of the most important variables to be successful in empowerment process is the organizational commitment. The commitment was defined by Harold Guetzkov (1955) as a behavior that makes people ready against to a group, people and idea. Many commitment studies were carried out. The most accepted of them are following; Becker (1960), Etzioni (1961), Kanter (1968), Mowday, Steers and Porter (1979), O'Reilly and Chatman (1986) and Allen and Meyer (1990). Their classifications were used in the

most studies related to the commitment. Allen and Meyer (1990, s.3) defined organizational commitment as a behavior that supports employees' decision to be permanent member of the organization. That behavior is shaped by the relationship of employees with organization. Organizational commitment is evaluated in three dimensions, which are emotional commitment, continual commitment and normative commitment. But Mowday, Steers and Porter (1979, s.225) evaluated organizational commitment in two dimensions as behavioral commitment and attitude commitment. There are many studies in literature such as K McDermott, HK Laschinger, J Shamian, (1996), HK Laschinger, J Finegan (2001), L Kuokkanen, H Leino-Kilpi, J Katajisto (2003), Sang-Sook Han, at all (2009), Sut I Wong Humborstad, Chad Perry (2011), Beom Cheol (Peter) Kim et al. (2012), Steffen Raub and Christopher Robert (2013). Those studies examine the different aspects and different relations between empowerment and organizational commitment. But there are not sufficient studies that examine the relationship between empowerment and commitment in hotel industry. Hotel establishments sre stated as manpowered business. Manpower plays a key role in providing competitive advantages and in creating customer satisfaction. Therefore, positive emotions and commitment in manpower agains their hotel must be developed. In this point, the relationship between empowerment and commitment should be examined.

**The Methodology of Study**

**Model and Hypothosis of the Study**

Present study is an exploratory study. This study was carried out to examine the relationship between empowerment and organizational commitment and differentiation of the relationship in terms of the some demographic variables. In this scope, the research model constructed as follow;



In the scope the model of the study the hypotheses were determined as following;

**H<sub>1</sub>: There is a significant relationship between employees' empowerment perceptions and their organizational commitments.**

**H<sub>2</sub>: Employees' empowerment perceptions differ significantly in terms of demographic variables.**

H<sub>2a</sub>: In terms of the gender variable employees' empowerment perceptions differ significantly.

H<sub>2b</sub>: In terms of the age variable employees' empowerment perceptions differ significantly

H<sub>2c</sub>: In terms of the aducation level variable employees' empowerment perceptions differ significantly

H<sub>2d</sub>: In terms of the length of the service employees' empowerment perceptions differ significantly

H<sub>2e</sub>: In terms of the department variable employees' empowerment perceptions differ significantly

H<sub>2f</sub>: In terms of the position variable employees' empowerment perceptions differ significantly

H<sub>2g</sub>: In terms of the income level variable employees' empowerment perceptions differ significantly

**H<sub>3</sub>: Employees' organizational commitments differ significantly in terms of some demographic variables.**

H<sub>3a</sub>: In terms of the gender variable employees' organizational commitments differ significantly.

H<sub>3b</sub>: In terms of the age variable employees' organizational commitments differ significantly

H<sub>3c</sub>: In terms of the aducation level variable employees' organizational commitments differ significantly

H<sub>3d</sub>: In terms of the length of the service employees' organizational commitments differ significantly

H<sub>3e</sub>: In terms of the department variable employees' organizational commitments differ significantly

H<sub>3f</sub>: In terms of the position variable employees' organizational commitments differ significantly

H<sub>3g</sub>: In terms of the income level variable employees' organizational commitments differ significantly

### **The Population and Sample of the Study**

The population of the study comprises 4216 employees of the 16 stars hotels in Ankara – Turkey. The sample group was determined because of the difficulty to reach to all population. The sample size was determined by using Yamane's formula. According to the result of the calculation, the sample size was determined as 386 respondents. 464 questionnaires were prepared and equally (29) distributed to 16 hotels. 410 questionnaires were found appropriate for analyzing.

## Data Collection and Analyzing

A questionnaire was used to collect data from respondents. The questionnaire was prepared in three sections. The first section includes questions which are related to demographic features of employees, the second section includes statements to determine empowerment perception of employees and the third section includes statements to measure commitment of employees. The questionnaires were filled by pollsters by face to face by interview technique. Questions were prepared in the form of the 5-point Likert scale. Empowerment and commitment scale were developed from Özbeks dissertation. The collected data was analyzed by using Pearson Correlation, t test and ANOVA and regression analysis.

## Finding

### 1. Findings About Demographic Variables of Participants

Descriptive statistics about employees were given table 1.

**Table 1: The Descriptive statistics of participators employees**

Demographic Variables		Frequency	Percentage
Gender	Female	138	33.7
	Male	272	66.3
Age	18-24	54	13.2
	25-31	178	43.4
	32-38	97	23.7
	39-45	52	12.7
	45 and over	29	7.1
	<b>Total</b>	<b>410</b>	<b>100</b>
	Education Level	Primary School	4
Secondary School		34	8.3
High School		110	26.8
College		86	21.0
Undergraduate		146	35.6
Graduate		30	7.3
<b>Total</b>		<b>410</b>	<b>100</b>
Length of Service	1-5	202	49.3
	6-10	98	23.9
	11-15	70	17.1
	16-20	20	4.9
	21 and over	20	4.9
	<b>Total</b>	<b>410</b>	<b>100</b>
Department	Front Office	144	35.1
	Housekeeping	50	12.2
	Food and Beverage	140	34.1
	Other	76	18.5
	<b>Total</b>	<b>410</b>	<b>100</b>
Postion	Worker	281	68.5
	Lower Level Manager	72	17.6
	Middle level Manager	48	11.7
	Top Level Manager	9	2.2
	<b>Total</b>	<b>410</b>	<b>100</b>
Income Level	1000 and below	100	24.4
	1001-2000	269	65.6
	2001-3000	35	8.5
	3001-4000	6	1.5
	<b>Total</b>	<b>410</b>	<b>100</b>

## 2. The Findings About the Relationship between Employee Empowerment and Organizational Commitment

The Pearson correlation was used to determine the relationship between employee empowerment and organizational commitment. The Pearson correlation coefficient was given in Table 2. According to the Table 2, there is a significant relationship between employee empowerment and organizational commitment at significant level of 0.05 ( $P < 0.01$ ). In accordance with this result hypothesis of  $H_1$  was accepted

The regression analysis was used to measure the effect of the employee empowerment over organizational commitment. The result of the regression analysis was given in Table 3. According to the table 3,  $r^2$  was calculated as  $r^2 = .248$ . In other words, the effect of the empowerment over organizational commitment is 24.8%. Also, the other variables have 75.2 % effect over organizational commitment.

**Table 2: the Relationship between Employees' Empowerment and Their Organizational Commitments**

	The Means of the Employee Empowerment	The Means of Organizational Commitment
The Means of The Employee Empowerment	Pearson Correlation	<b>1</b>
	Sig. (2-tailed)	<b>.000</b>
	N	<b>410</b>

\* $p < 0.01$  Correlation is significant at the 0.01 level (2-tailed).

**Table 3: the regression analysis of the Employee's Empowerment Perceptions and their Organizational Commitments**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
1	,498 <sup>a</sup>	248	,246

aPredictors: (Constant),

## 3. The Differentiation of the Employees' Empowerment Perceptions and Their Organizational Commitments in terms of Some Demographic Variables

The differentiation of the employees' empowerment perceptions and organizational commitments in terms of the gender variable was given in Table 4. At 0.05 significance level, Employees' empowerment perceptions and their organizational commitments do not differ significantly ( $p < 0.05$ ) in terms of the gender variables. Therefore, the hypothesis of  $H_{2a}$  and  $H_{3a}$  were not accepted.

**Table 4: the Differentiation of the Employees' Empowerment Perceptions and Their Organizational Commitments In terms of Gender Variable**

	Gender	N	$\bar{X}$	s.d.	t	p
Employees Empowerment	Female	138	3.8903	.74140	<b>-1.100</b>	<b>.272</b>
	Male	272	3.9713	.68524		
Organizational Commitment	Female	138	3.2986	.46147	<b>-0.177</b>	<b>.859</b>
	Male	272	3.3076	.50142		

\* $p < 0.05$

The differentiation of the employees' empowerment perceptions and their organizational commitments in terms of the age variable was given in Table 5. At 0.05

significance level, Employees' empowerment perception and organizational commitments differ significantly ( $p < 0.05$ ) in terms of the age variables. Therefore, the hypothesis of  $H_{2b}$  and  $H_{3b}$  were accepted. In other words, workers' perceptions about empowerment and organizational commitment differ in accordance with their education levels.

**Table 5: the Differentiation of the Employees' Empowerment Perceptions and their Organizational Commitments in terms of the Age Variable**

	Age	N	$\bar{X}$	s.d.	F	p
<b>Employee Empowerment</b>	18-24	54	3.649	71898	<b>5.569</b>	<b>.000</b>
	25-31	178	4.0281	73252		
	32-38	97	3.8021	71514		
	39-45	52	4.1346	52406		
	45 and over	29	4.1103	20952		
<b>Organizational Commitment</b>	18-24	54	3.2444	46765	<b>4.265</b>	<b>.002</b>
	25-31	178	3.3727	45622		
	32-38	97	3.1952	53188		
	39-45	52	3.4346	53600		
	45 and over	29	3.1310	39379		

\* $p < 0.05$

The differentiation of the employees' empowerment perceptions and their organizational commitments in terms of the educational level variable was given table 6. At 0.05 significance level, Employee empowerment do not differ significantly ( $p > 0.05$ ) in terms of the age variables. Therefore the hypothesis of  $H_{2c}$  was not accepted. However, organizational commitment differs significantly ( $p < 0.05$ ) at 0.05 significance level in terms of the educational level variables. According to this result, the hypothesis of  $H_{3c}$  was accepted. The perceptions about empowerment and organizational commitment of workers who graduated from primary school were higher than the other workers.

**Table 6: the Differentiation of the Employees' Empowerment Perceptions and their Organizational Commitments in terms of the Education Level Variable**

	Education Level	N	$\bar{X}$	s.d.	F	p
<b>Employee Empowerment</b>	Primary School	4	4.6000	.46188	<b>1.970</b>	<b>.082</b>
	Secondary School	34	3.9765	.68340		
	High School	110	3.8848	.75359		
	College	86	3.9690	.72934		
	Under graduate	146	3.8922	.65625		
	Graduate	30	4.2178	.66181		
<b>Organizational Commitment</b>	Primary School	4	3.7333	.61584	<b>3.913</b>	<b>.002</b>
	Secondary School	34	3.2585	.43601		
	High School	110	3.3079	.44625		
	College	86	3.3752	.43973		
	Under graduate	146	3.2078	.52979		
	Graduate	30	3.5556	.47604		

\* $p < 0.05$

The differentiation of the employees' empowerment perceptions and their organizational commitments in terms of the length of service variable was given in Table 7. At 0.05 significance level Employee empowerment are do not differ significantly ( $p < 0.05$ ) in terms of the length of service variable. Therefore the hypothesis of  $H_{2d}$  was not accepted. However, organizational commitment differ significantly

( $p < 0.05$ ) at 0.05 significance level in terms of the working year variable. According to this result, the hypothesis of  $H_{3d}$  was accepted. The perceptions of empowerment and organizational commitment of the workers who worked 21 years and over were higher than the other workers.

**Table 7: the Differentiation of the Employees' Empowerment Perceptions and their Organizational Commitments in terms of Length of Service Variable**

	Length of service	N	$\bar{X}$	s.d.	F	p
<b>Employee Empowerment</b>	1-5	202	3.8739	.78614	<b>.100</b>	<b>.080</b>
	6-10	98	4.0265	.71775		
	11-15	70	3.9419	.48340		
	16-20	20	3.9067	.59644		
	21 and over	20	4.2933	.32038		
<b>Organizational Commitment</b>	1-5	202	3.3419	.44809	<b>3.718</b>	<b>.006</b>
	6-10	98	3.3252	.60855		
	11-15	70	3.1219	.44843		
	16-20	20	3.2700	.34163		
	21 and over	20	3.5000	.28077		

\* $p < 0.05$

The differentiation of the employees' empowerment perceptions and their organizational commitments in terms of the department variable was given in Table 8. At 0,05 significance level Employee empowerment are do not differ significantly ( $p < 0.05$ ) in terms of the department variable. Therefore, the hypothesis of  $H_{2e}$  was not accepted. However, organizational commitment differ significantly ( $p < 0.05$ ) at 0.05 significance level in terms of the department variable. According to this result, the hypothesis of  $H_{3e}$  was accepted. The front office employee's empowerment perception is higher than tother departments's employees. In same way, house keeping employee's organizational commitment perceptions is higher than others.

**Table 8: the Differentiation of the Employees' Empowerment Perceptions and their Organizational Commitments In terms of Department Variable**

	Department	N	$\bar{X}$	s.d	F	p
<b>Employee Empowerment</b>	Front Office	144	4.0056	.61165	<b>2.163</b>	<b>.092</b>
	House Keeping	50	3.9267	.92044		
	Food and Beverage	140	3.9838	.61549		
	Other	76	3.7658	.83498		
<b>Organizational Commitment</b>	Front Office	144	3.3903	.50032	<b>10.684</b>	<b>.000</b>
	House Keeping	50	3.4720	.31582		
	Food and Beverage	140	3.1267	.46569		
	Other	76	3.3596	.50819		

\* $p < 0.05$

The differentiation of the employees' empowerment perceptions and their organizational commitments in terms of the position variable was given in Table 9. At 0.05 significance level, Employee empowerment and organizational commitment differ significantly ( $p < 0.05$ ) in terms of the position variables. Therefore, the hypothesis of  $H_{2f}$  and  $H_{3f}$  were accepted. In other words, employees' perceptions about empowerment and organizational commitments differ according to their position. The workers' empowerment perceptions are higher than managers'. In the same way, lower level managers' organizational commitment perceptions are higher than others.



**Table 9: the Differentiation of the Employees' Empowerment Perceptions and their Organizational Commitments in terms of Position Variable**

	Position	N	s.d.	$\bar{X}$	F	p
<b>Employee Empowerment</b>	Worker	281	.75571	3.8633	<b>7.932</b>	<b>.000</b>
	Lower Level M.	72	.38743	4.1417		
	Middle level M.	48	.67003	3.9597		
	Top Level M.	9	.17321	4.8000		
<b>Organizational Commitment</b>	Worker	281	.47532	3.2574	<b>4.747</b>	<b>.003</b>
	Lower Level M.	72	.50814	3.3583		
	Middle level M.	48	.49945	3.4139		
	Top Level M.	9	.29648	3.7630		

\* $p < 0.05$ 

The differentiation of the employees' empowerment perceptions and their organizational commitments in terms of the income level variable was given in Table 10. At 0.05 significance level, the employees' empowerment and their organizational commitments differ significantly ( $p < 0.05$ ) in terms of the income level variable. Therefore, the hypothesis of  $H_{2g}$  and  $H_{8g}$  were accepted. In other words employees' perceptions about empowerment and organizational commitments differ according to their income level. The workers with 2001-3000 TL income level, empowerment perception is higher than other income level. In terms of organizational commitment, the workers with 3001-4000 TL income level, organizational commitment perception is higher than the others.

**Table 10: the Differentiation of the Employees' Empowerment Perceptions and their Organizational Commitments in terms of in come Variable**

	Income Level	N	$\bar{X}$	s.d.	F	p
<b>Employee Empowerment</b>	1000 and less	100	3.7747	.79718	<b>3.595</b>	<b>0.014</b>
	1001-2000	269	3.9722	.68955		
	2001-3000	35	4.1848	.46162		
	3001-4000	6	4.1000	.24855		
<b>Organizational Commitment</b>	1000 and less	100	3.2073	.51325	<b>3.448</b>	<b>0.017</b>
	1001-2000	269	3.3152	.46205		
	2001-3000	35	3.4362	.44761		
	3001-4000	6	3.6778	.97927		

\* $p < 0.05$ 

### Conclusion and Remarks

According to the results of the statistical analy, there is a significant relationship ( $r=498$ ) between employees' empowerment perceptions and organizational commitment. Therefore, hyhothesis  $H_1$  was accepted. Also, the effect of the employee empowerment over organizational commitment was analyzed by regression test. It was found that empowerment has 0,248 % effect over organizational commitment.

Mean while the differentiation of the empowerment perception and organizational commitment of employees by some demographic variables were examined. At this stage, It is find out that empowerment perceptions of the employees are differ significantly in terms of the education level, postion in organization, income

level variables. But it did not differ in terms of the gender, age, length of service and department variables.

On the subject of organizational commitment of employees, there is no significant differentiation in terms of the gender variable. However, there are significant differentiation in terms of the the education level, position in organization, income level, age, length of service and department variables

As a result, there is a significant relation between empowerment and organizational commitment. Also, empowerment affects organizational commitment level of the employees. Its effect level was calculated as 24.8 %, which is important. Who wants to improve organizational commitment level of their employees should take empowerment concept into consideration to be successful. Also, differentiation of the empowerment perception and organizational commitments of the employees in terms of the demographic variables should be taken into consideration by the managers to determine the alternatives to build high performed organization atmosphere.

### Resources

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